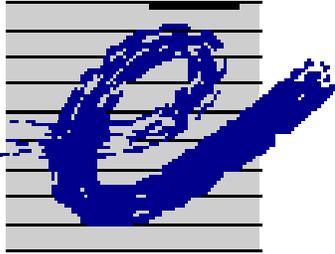


CANADIAN EVALUATION SOCIETY



NATIONAL COUNCIL

**PROFESSIONAL DESIGNATION
PROJECT PLAN**

'WORK IN PROGRESS'

VERSION 9: NOVEMBER 22, 2007



CANADIAN EVALUATION SOCIETY – NATIONAL COUNCIL

Professional Designation Project Plan

1. Introduction

Following extensive consultation with Members, a vote in August of 2007 by the Canadian Evaluation Society National Council confirmed support to pursue a system of professional designations for evaluation in Canada. The vote concluded that National Council has member support to pursue *professional designations for evaluators*. The foundation for moving forward is described in the *National Council Response to Proposed Action Plan for the CES with respect to Professional Standards for Evaluators*¹ dated March 8, 2007.

This document starts that process. Version 7 of the draft Project Plan was discussed in National Council meetings October 19-21, 2007, providing the authority to move forward with more detailed scoping of the project, as is provided here. Subsequently some editorial changes were made so that this present version is now version 10.

2. Project Definition and Scope

Defining the parameters and approach to the project requires a quick look back at its origins and the articulation of the problems or issues, which this initiative is intended to address. The following excerpts identify ‘*problem statements*.’

RFP from CES for Fact Finding regarding Evaluator Credentialing, May 2006.

- “*In its recent strategic planning process CES identified several areas of focus. They include increasing its **visibility, profile and credibility**, nationally, provincially and territorially. To achieve these key result areas, the Member Services Committee was charged with investigating the feasibility and mechanisms necessary for credentialing evaluators. Credentialing and certification are recurrent themes for the CES and other evaluation societies. Recent developments in the evaluation community – that is, publications and focused dialogue – suggest that now may be an opportune time to reach agreement among the various facets and options that would be involved in activating the process of evaluator credentialing. Moreover, while public and private sector organizations focus increasingly on accountability and performance management, evaluation reports and evaluation functions in departments of federal and provincial governments have been reported to be of **less than satisfactory quality**. This is likely the result of the following realities: the evaluation function **lacks clear demarcations and defined parameters, the under-funding of evaluation units and departments, and entrance requirements being essentially non-existent**. Consequently people with a great diversity of skills are engaged in evaluations and there may exist a perception that anyone with a degree (or perhaps even without a degree) can carry out evaluations. On the other hand, there are also evaluators who can demonstrate considerable experience, having carried out numerous evaluations, including training of other evaluators.*

*Within literature and practice, questions and propositions are formulated and aimed at **clarifying the nature of evaluation and the core skills necessary to carry out a credible evaluation**. The evaluation function itself is unique and differs from such domains as research, performance measurement, audit, monitoring, reviews, statistics, and the like. Additionally, the function may be seen as encompassing the spectrum from research and scientific designs, using Randomized Controlled Trials (RCTs), to data warehousing, qualitative reviews, financial or economic evaluations and Balanced Scorecard methods and approaches. Unlike other jurisdictions, notably the US, training programs which would provide academic certification and demarcation of the field are only now beginning to be established in Canada.”*

¹ Found at http://www.evaluationcanada.ca/txt/6_council_e.pdf



CANADIAN EVALUATION SOCIETY – NATIONAL COUNCIL

Professional Designation Project Plan

And from the Consortium's Action Plan with respect to Professional Standards for Evaluators, January 2007:

- If CES does not take control of its own field of expertise, it is possible that **other professionals** (such as management consultants, management accountants and internal auditors) will “**fill the vacuum**” (page 5).

Using this rationale as a foundation, a **draft logic model** was developed, reviewed by National Council and amended as shown in Appendix A. The model provides definition to the project and articulates our theory of change. It is intended to represent and guide the *project process* of developing and implementing a system of professional designations. Throughout the development process, terms such as “professional designation”, “services and program”, need to be defined and incorporated into overall CES business and ongoing core services. The logic model also provides us with the core measurement plan to assess our progress and evaluate our success.

3. Project Approach

There are some fundamental principles for going forward with this initiative, articulated here to provide the parameters for this work plan. They include:

- **Inclusiveness** – this project seeks to be inclusive, involving, consulting with and communicating / reporting to existing members and their respective Chapter Boards on the nature and progress of project.
- **Partnering** – this project is being undertaken with full recognition of the CES' need and desire to partner with key external organizations, who are impacted by and needed for successful implementation of professional designations in the Canadian evaluation community.
- **Utility** - this project seeks to reflect the visions and requirements of suppliers as well as users of evaluations in order to provide excellent services in accordance with clear and specific criteria.
- **Feasibility** – this project seeks to be practical; it will be planned and conducted with anticipation of concerns from stakeholders and fiscal viability.
- **Transparency** – this project seeks to be open, disclose values, purposes, expectations, actions and conclusions while paying strict attention to providing stakeholders with complete and honest information.

We also want to seriously listen to and take into account the objections and concerns expressed by Members during our 2007 consultations, some of which include:

Excerpts from the Consortium's Action Plan with respect to Professional Standards for Evaluators, January 2007:

“The Argument Against (page 2):

- *Establishing a designation can be relatively **expensive** for the professional organization.*
- *Typically it is **difficult to reach agreement on core competencies**.*
- *Any form of increased **barrier to entry** reduces the number of persons eligible to perform evaluation work and this is of serious consequence in a field where the supply is currently inadequate to meet the demand.*
- *If there is a centralization of the gate-keeper role for entry to the profession, there may be **resistance** by those who object to the gate-keeper decisions”*

Extracted from audio recordings of Town Hall participants in Winnipeg, June 2007:

- *If the problem is evaluation quality, there is **no guarantee that credentialing will improve quality***
- *CES's **limited volunteer and financial resources** should be put to other means of improving evaluation quality*



- *The extent of diversity, multi disciplinary nature of evaluation in Canada will be harmed by standardization*
- **Questionable 'success' in other professional organizations with professional designations**

4. Project Authority and Structure

CES National Council is the decision making body for the CES and for this project. An ad hoc committee the Professional Designation Core Committee (PDCC) has been struck to *lead the development and implementation of a system for professional designations in CES.*

The PDCC is initially constituted of 3 members from National Council and will be supplemented with volunteers from Members at large and supported by work conducted within the three Committees of National Council. The PDCC reports to the CES President and the Chair of PDCC sits as an ex-officio Member of the Executive of National Council.

This document provides the parameters for the work of PDCC, which has the authority to undertake actions approved by National Council through the project plan and is responsible for devising and meeting key milestones and providing ongoing reporting to the president and to national Council. PDCC is envisioned to coordinate and be supported by a larger, sub committee structure, to include:

- Credentialing Sub-Committee,
- Infrastructure Sub-Committee, and
- Partnerships & Outreach Sub-Committee

Existing, standing committees of National Council (the Administration Committee, Membership Committee and the Professional Development Committee) will support the work of PDCC. Of note the Admin Committee has undertaken to act as a key implementation body for the infrastructure work of this project, with a special focus in fiscal year 2007 – 08 on supporting the multitude of administrative considerations for a system of professional designations.

5. Project Activities & Tasks

The PDCC is responsible for overall project definition, planning, management and implementation. These responsibilities include:

1. Refine the business / project plan for PDCC & undertake ongoing management and coordination functions, including:
 - Develop & monitor activities, tasks and timelines in a high level work plan
 - Develop & monitor a budget for the professional designation project
 - Provide deliverables and ensure accountability reporting to National Council
 - Define organization and structure for the PDCC & its sub committees
 - Coordinate work between sub committees
2. Develop a communication plan on the project to keep CES members advised, including
 - Initial communication to CES on the decision of National Council and the creation of the PDCC
 - Schedule of electronic updates and communications as the project progresses
 - In person communications at the 2008 Conference



CANADIAN EVALUATION SOCIETY – NATIONAL COUNCIL

Professional Designation Project Plan

3. Develop a process to permit and solicit CES member input and participation
 - capitalize on the consultation mechanisms established for the Consortium's Action Plan and National Council Response (earlier in 2007)

4. Populate / staff the project and its component parts
 - Invite participation from the CES membership
 - Identify and invite key players in defined roles

5. Facilitate the adoption, by National Council of a three pronged foundation for professional designations to include competencies, ethics and standards for Canadian evaluation practice:
 - Research existing competency profiles for evaluation and develop a draft of Canadian core competencies
 - Develop and implement a consultation plan for the competencies
 - Validate and confirm Canadian Code of Ethics
 - Validate and confirm JCSEE as 'approved' or 'sanctioned' by CES for Canadian evaluation practice.
 - Develop a marketing plan to broadly disseminate these foundations of Canadian evaluation practice

The three subcommittees are aligned with three objectives and activities as portrayed in the project logic model in Appendix A:

1. To create a sustainable *infrastructure* for a system for professional designations in Canada
 - Define and implement the infrastructure (incl. costs) required to support delivery of professional designation services to CES members

2. To recognize *degrees of competency* within Canadian evaluation practice
 - Define, market & establish a system of recognized Canadian Evaluation practitioner

3. To build and augment *external partnerships* in support of a defined and recognized evaluation discipline in Canada
 - Identify, define, build & enhance partnerships with organizations, affected by and who can support CES professional designations

Appendix B provides *umbrella terms of reference* for sub committees. Once constituted and staffed each sub committee will pursue consensus on their respective Terms of Reference (or project plan), budget, workplan and anticipated communication / consultation requirements.

6. Project Costs

There are two critical cost elements of this initiative:

1. The costs of *undertaking the project* to include development and implementation of the system, and

2. The costs of *sustaining a system* of credentialing.



CANADIAN EVALUATION SOCIETY – NATIONAL COUNCIL

Professional Designation Project Plan

Within both of these elements, it is recognized that there are **explicit costs** (such as administrative support, teleconference, travel, communications, etc), **opportunity costs** (time and money spent on professional designation represents a loss of other uses for that same time and money), as well as **implicit costs** (which might include volunteer burnout, member concern or dissatisfaction with an over-emphasis on this one aspect of CES, etc). National Council and the PDCC are cognizant of these risks and will seek mitigation strategies to minimize them.

A budget is in development and will be put forward to National Council for approval. Concurrently, the PDCC has been exploring funding alternatives and is hopeful that development of the foundations for professional designation may find resources outside current CES revenues. Once approved, the budget will be managed by the PDCC, including appropriate reporting to National Council.

7. Project Timelines

A tentative workplan is provided as Appendix C. The plan provides details on the activities and tasks of the PDCC, with associated estimated timeframes. It also provides a set of generic activities and tasks which will be required of each sub committee. These can be used as a foundation for Sub Committee development of their respective workplans and budgets.

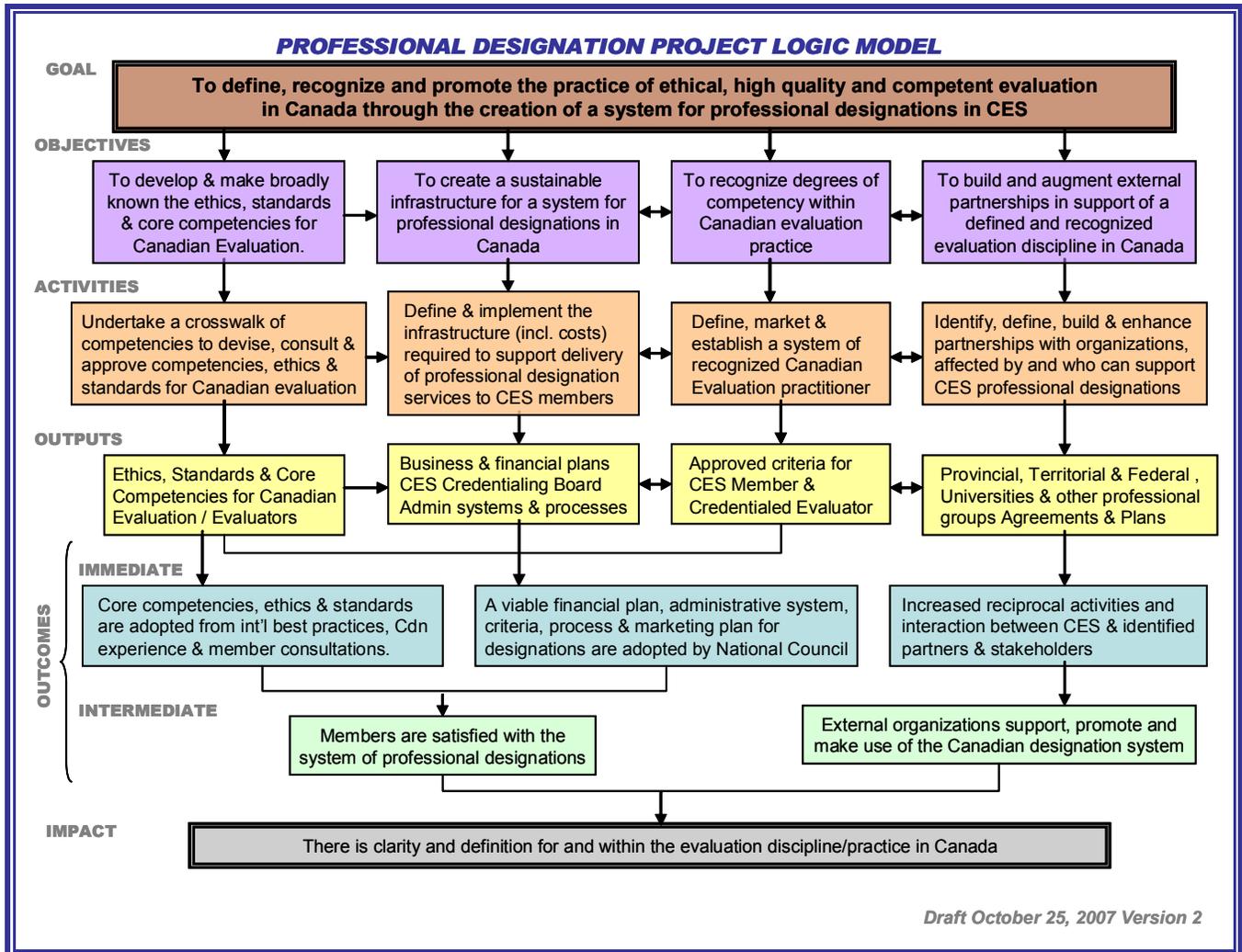
8. Project Monitoring and Evaluation

Monitoring the progress of the project is the responsibility of the PDCC, who will, at minimum provide updates to National Council and Executive at their regular scheduled meetings, as well as needed throughout the life of the project. Interim reporting has been built into the workplan.

The PDCC will also consider what evaluation should be undertaken and how this will occur. As a starting point, it is suggested a *Baseline Story* or picture of evaluation in 2007 in Canada be developed. This would be drawn from existing information on the size of the evaluation community, its dimensions in terms of diversity, available education and training and current information and data on the key elements being changed. PDCC will work with the Membership Committee to pursue this.

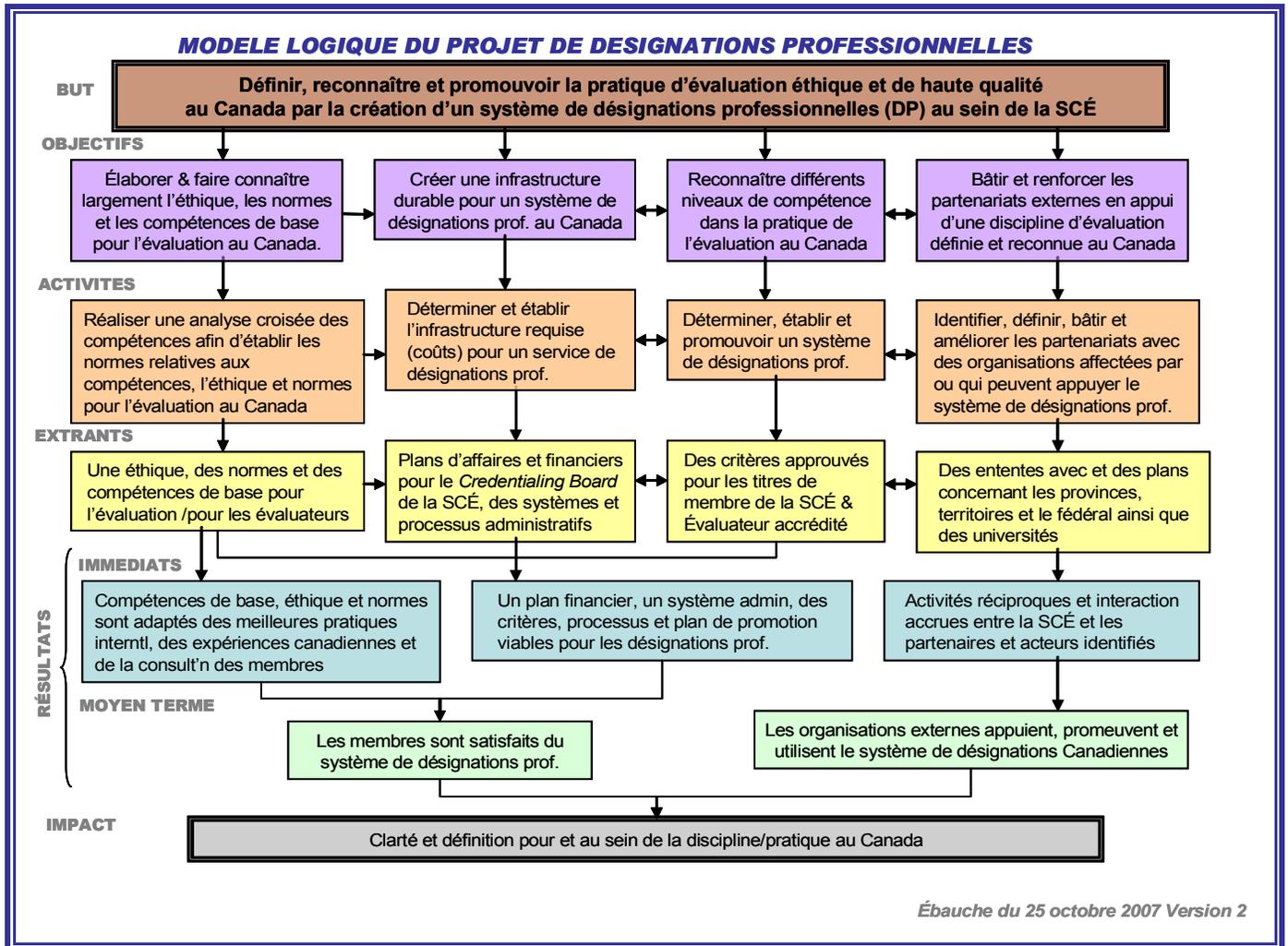


APPENDIX A – LOGIC MODEL / MODELE LOGIQUE





APPENDIX A – MODELE LOGIQUE / LOGIC MODEL





APPENDIX B – SUB COMMITTEES TERMS OF REFERENCE

INTRODUCTION

Three sub committees are being established, under the direction and authority of the Professional Designation Core Committee to assist with work required on the Professional Designation project. They are:

- Credentialing Sub Committee (CSC)
- Infrastructure Sub Committee (ISC)
- Partnerships & Outreach Sub Committee (POSC)

This document highlights the objectives, membership, roles, key decisions, timeframes and reporting relationship for these sub committees (individually, in relation to each other and within the PDCC and the overall project). Once constituted, it is expected each sub committee will extract information from this '*umbrella terms of reference*' and, as a group create a clear and definitive path for the work of their respective committee.

OBJECTIVES & SCOPE

CREDENTIALING SUB COMMITTEE (CSC)	INFRASTRUCTURE SUB COMMITTEE (ISC)	PARTNERSHIPS & OUTREACH SUB COMMITTEE (POSC)
The CSC's objectives are to define the professional designations for CES and develop and implement a sustainable system of delivery through a Credentialing Board.	The ISC's objective is to create a sustainable infrastructure (within CES) for a system of voluntary professional designations for CES members.	To build and augment external outreach and partnerships to those who may be impacted by and / or support the professional designation project:

MEMBERSHIP

Membership for the sub committees is being solicited from CES members at large. The PDCC will appoint or select a Chair (and possibly co-chair) for each sub committee. Roles and expectations of the members will be defined once the committee is established. Membership may include full and associate members, where associate members function as advisors and expert informants (as identified and solicited by the sub committee during its conduct of activities).

ROLES & RESPONSIBILITIES

Each sub committee will, as a first task, draw from this ToR to create their own working document (terms of reference or project plan), gaining committee consensus on their respective role, responsibilities and approach to the defined work. They will develop a work plan with defined activities, tasks and timing, which will be rolled up by the PDCC to an overall project workplan.



CANADIAN EVALUATION SOCIETY – NATIONAL COUNCIL
Professional Designation Project Plan

Each sub committee, as part of the initial planning process will also identify:

- Communication with CES Members – tentative requirements for full Member input through electronic consultations and tentative timing for information sharing (progress reporting) with Members including key deliverables on which to report.
- Communication with National Council – tentative timing of progress reports, to be aligned with National Council meetings and with the PDCC Project Workplan

These elements will then be factored into overall project plans, managed by PDCC to ensure integration of sub committee work across committees, with the Core Committee and with other National Council business.

Initial parameters for each sub committee follow. However additional information is available through the PDCC on activities and tasks that are envisioned for each sub committee.

CREDENTIALING SUB COMMITTEE (CSC)	INFRASTRUCTURE SUB COMMITTEE (ISC)	PARTNERSHIPS & OUTREACH SUB COMMITTEE (POSC)
<p>The CSC will be responsible for:</p> <ul style="list-style-type: none"> i. Defining the Credentialing Board (CB) role, responsibilities, criteria for membership, structure and accountability, ii. Recruiting the CES CB members iii. Defining & developing criteria for professional designation categories (including Member and Credentialed Evaluator), iv. Establishing a system for complaints on the professional designation process or decisions, in conjunction with the ISC subcommittee v. Considering the implications of the system on existing members and develop mechanism to manage these (i.e. grand-parenting) if needed vi. Develop and implement a marketing plan for the approved system 	<p>The ISC will be responsible to:</p> <ul style="list-style-type: none"> i. Identify & design the infrastructure required to support professional designations (administrative support, systems, procedures, etc) ii. Identify policy and constitutional implications and change needs iii. Prepare costing for the ongoing operation of the system iv. Develop the fee structure (or fee structure options) for a system of voluntary professional designations v. Develop / design the organizational structure and accountability mechanisms for ongoing delivery of the new 'services / program' vi. Liaise with CSC in the definition and establishment of a system for complaints regarding professional designations 	<p>The POSC will be responsible to:</p> <ul style="list-style-type: none"> i. Identify key organizational partners on both the demand for and supply of evaluation services (including but not limited to JCSEE, TBS, Canada School for the Public Service, CES Education Fund, IOCE, Canadian Post Secondary Institutions, Private Sector training providers) ii. Develop plans and strategies to enhance consumer knowledge about Canadian evaluation competencies and professional designations iii. Develop plans and strategies to enhance the supply training in defined evaluation competencies (skills, knowledge and practice) iv. Pursue active partnerships and / or outreach strategies with key organizations, including defining shared goals and respective roles



CANADIAN EVALUATION SOCIETY – NATIONAL COUNCIL

Professional Designation Project Plan

KEY DECISIONS AND TIMEFRAMES

Sub committees will identify key decisions within their respective work plans, with associated timelines for reporting on progress and completion to the PDCC. Sub committees, in consultation with each other and with PDCC, will ensure decisions requiring National Council approval are identified and processed accordingly. These types of decisions include, but are not limited to:

- Budget (once approved, expenditures will managed by he PDCC)
- Issues of policy, new or impacting existing CES policy
- Issues impacting existing CES By-Laws and Chapter Constitutions
- Issues impacting the ongoing operation of National Council business
- Issues impacting the future revenue or expenditures of CES

REPORTING RELATIONSHIP

Sub committees report to the Professional Designation Core Committee, who reports to National Council through the President, CES.



CANADIAN EVALUATION SOCIETY – NATIONAL COUNCIL
Professional Designation Project Plan

APPENDIX C – PROJECT WORKPLAN

PDCC WORKPLAN

Activity / task	Oct	November					December				January				February				
	26	2	9	16	23	30	7	14	21	28	4	11	18	25	1	8	15	22	29
Project definition & management																			
Identify role, tasks and timelines for the PDCC																			
Develop a project budget for PDCC																			
Initial Budget to/approved by National Council																			
Fundraising plan																			
Integrate sub-committee budgets																			
Report on expenditures																			
Develop a project communication plan																			
Initial communication with Members																			
Communication with Consortium & key partners																			
National Council updates																			
Member updates																			
2008 Conference presentation/event																			
Develop a process for Member input / consultation																			
Member consultations																			
Populate the project																			
call for volunteers																			
special invitations																			
Staff core and sub committees																			
Obtain & integrate sub committee workplans																			



CANADIAN EVALUATION SOCIETY – NATIONAL COUNCIL
Professional Designation Project Plan

PDCC WORKPLAN

Activity / task	Oct	November					December				January				February				
	26	2	9	16	23	30	7	14	21	28	4	11	18	25	1	8	15	22	29
Competencies, Standards and Ethics																			
Design process for competency development, consultations & approval																			
Design process for ethics validation & approval																			
Design process for standards approval / sanction																			
Competency development & consultation																			
Competency approval																			
Ethics & Standards consultation / review																			
Adoption of Standards by CES (decision point)																			
Validation of Ethics																			
Develop a marketing plan to disseminate all																			

PDCC WORKPLAN

Activity / task	Oct	November					December				January				February				
	26	2	9	16	23	30	7	14	21	28	4	11	18	25	1	8	15	22	29
Sub-Committee activities																			
Develop a terms of reference or project plan, including workplan, budget and reporting																			
Determine roles and responsibilities of committee members and associates																			
Identify communication requirements - to Members & national Council - via the PDCC																			
Identify Member consultation requirements																			

